



# ***SAMHSA-HRSA Center for Integrated Health Solutions***

## **Developing High Functioning Teams Innovation Community**

### **Webinar #3**

**February 18, 2015**



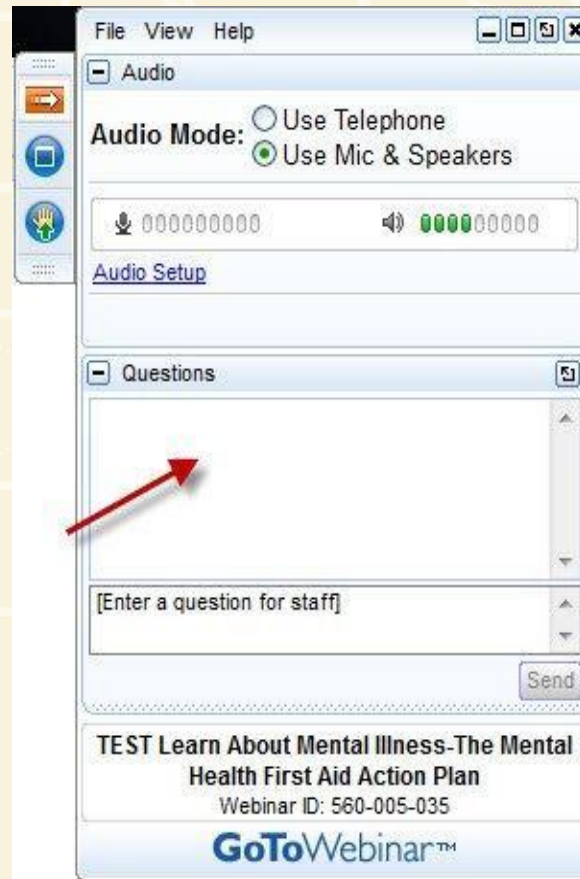
## ***SAMHSA-HRSA Center for Integrated Health Solutions***

**Slides for today's webinar are  
available on the CIHS website at:**

**[www.Integration.samhsa.gov](http://www.Integration.samhsa.gov)**

***under About Us/Innovation Communities***

## Our format...



### Structure

Short comments from experts

Specifics from their point of view

### Polling You

Every 20-minutes

Finding the “temperature” of the group

### Asking Questions

Watching for your written questions

### Follow-up and Evaluation

Ask for what YOU want or expect

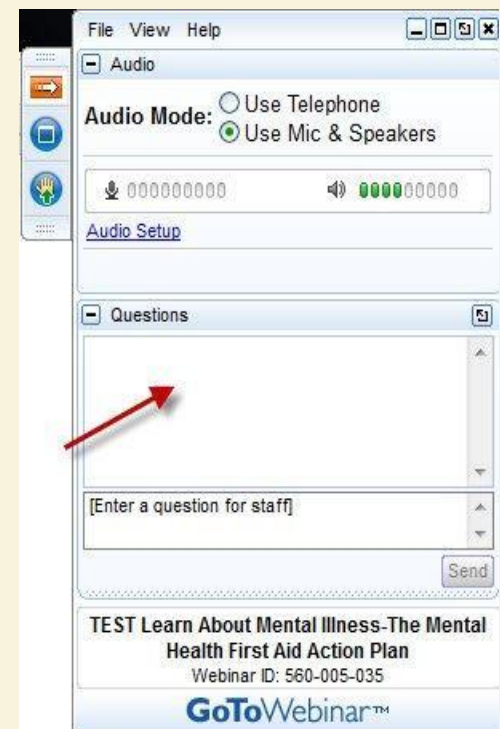
Ideas and examples added to the  
AOS Resource Center

# How to ask a question during the webinar



If you dialed in to this webinar on your phone please use the “raise your hand” button and we will open up your lines for you to ask your question to the group. **(left)**

If you are listening to this webinar from your computer speakers, please type your questions into the question box and we will address your questions. **(right)**



# Today's Agenda

- Where are we now
- Guest speaker
- Next steps



Last month



## Learning from Integrated Care Teams



### Types

- Pooled
- Sequential
- Reciprocal
- Intensive

### Principles

- Clear Roles
- Shared Values
- Shared Goals
- Mutual Trust
- Effective Communication
- Measureable Processes & Outcomes

# Team Assessment

## STEP 2: AIMS TEAM BUILDING Task Summary by Staff

INTEGRATED CARE TASKS PLEASE MARK AN X BELOW WHERE APPROPRIATE	STAFF 1	STAFF 2	STAFF 3	STAFF 4
NAME:				
ROLE/TITLE:				
<b>Identify and Engage Patients</b>				
Identify People Who May Need Help	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Screen for Behavioral Health Problems Using Valid Measures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diagnose Behavioral Health Disorders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engage Patient in Integrated Care Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Initiate and Provide Treatment</b>				
Perform Behavioral Health Assessment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# Implementation Plan



## Implementation Objective #1:

Action Step	Champion	Timeline	Learnings, challenges & opportunities
3/1/15			
5/1/15			
7/1/15			





**Next  
several  
months**

**Mar – Jun**

Building your implementation plan

Identifying first PDSA cycles

Team presentations

Small group calls for subtopics

## Today's Presenter



Paul Ciechanowski, MD, MPH  
CEO, Samepage  
(samepagehealth.com)  
Clinical Associate Professor,  
University of Washington  
Seattle, Washington

# Seven Ways to Build High Functioning Healthcare Teams

# What and “so what”

## Effective teams:

- Organized
- Efficient
- Effective
- Progressive
- Flexible
- Sustainable
- Motivated
- Enjoyable
- “Practice what you preach”

## Challenges with patients:

- Poor collaboration
- Non-adherence
- Missed appointments
- Dissatisfaction with care
- Go-it-alone approach
- Poor self-care
- Stress, anxiety and depression

# Challenges with patients: ~~X~~ You ?

- Poor collaboration
- Non-adherence
- Missed appointments
- Dissatisfaction with care
- Go-it-alone approach
- Poor self-care
- Stress, anxiety and depression

# Clarify tasks and roles

- Agreed-upon set of tasks
- Agreed-upon set of roles
- Ensures efficient operations even when there are bumps in the road
- Creates a tolerable working environment
- Helps team members stay motivated and work at their full potential
- Creates **interdependency** in team and allows **for emerging properties** (e.g. holon)



# Clarify tasks and roles

- Core team members may be expected to wear more hats than peripheral team members
- Planning meetings vs. “work” meetings
- Cross-train
- Create redundancy
- Create contingency plans
- Periodically readjust/revise
- Use a matrix

Task	Primary role	Secondary role		Care manager	PCP	Consultant
Screen for hypertension and depression	AN	BY		X		
Identify treatment goals	AN	BY		X		X
Support self-care	RB	TH		X		
Review medication tx	GH	AN				X
Order labs	PCP	AN			X	
Define treatment algorithm	PCP	RB			X	

## Define goals and a vision

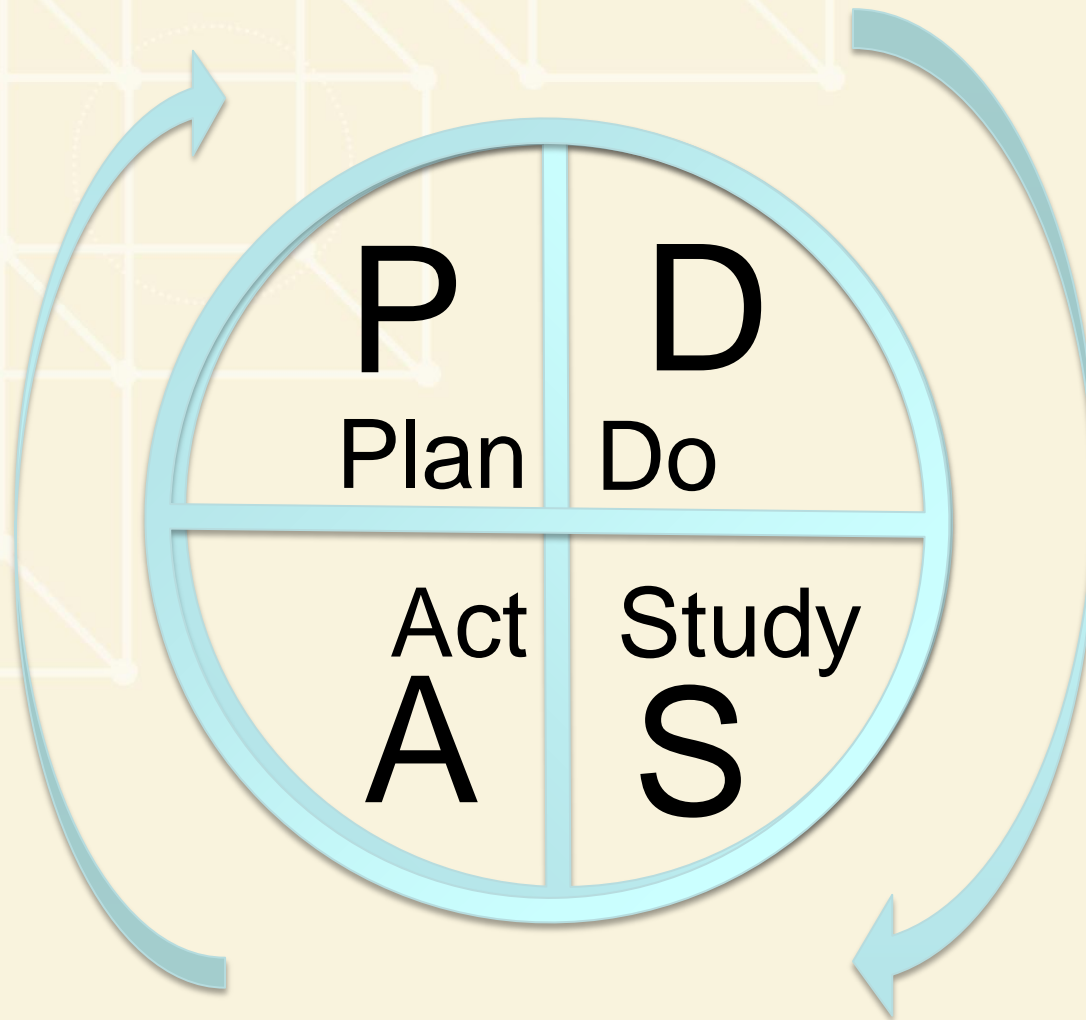
- A mission, goal and/or vision are critical especially in times of change
- Goal(s) can be broad or specific
- Leaders may set the goals and vision, but soon the team members should integrate – work for shift in culture
- All members should resonate with goals
- Work backwards and align goals with organizational mission but also with model that ensures sustainability

# Make data a team member

- Working “In the business” vs. “On the business”  
(*e-Myth – Michael E. Gerber*)
- Content vs. process data
- Allows for growth and continual assessment
- Helps to optimize operations (e.g. PDSA)
- Collect data in real time as often as possible
- Have data ready for meetings

Initial	Clinic	Enroll Date	PHQ		BP		HbA <sub>1c</sub>		LDL	
			BL	Now	BL	Now	BL	Now	BL	Now
	BRN	8/11/2008	19	14 *	152/86	140/100 *	10.1	6.91	135	106 *
	OLY	5/19/08	19	19 *	141/69	127/77	7.3	6.8	181	138 *
	EVM	11/12/07	14	9 *	160/98	150/85 *	6.4	6.8	108	67
	NGT	10/30/07	13	2	209/119	126/76	9.2	8.3 *	119	99
	LYN	8/23/07	14	3	149/71	111/58	8.1	7.7 *	85	82

# PDSA Cycle





# Optimize communication at all levels/all times

- Ensures there is efficient transfer of information
- Reduce room for misunderstanding and encourage a team approach
- How: good listening skills (e.g. respect, clarification, teach back, “compliment sandwich”)

# Optimize communication at all levels/all times

- Multiple ways of engagement
- Regular communication
- Team meetings (“working in and on the business”)
- Availability outside of working meetings
  - email, phone, text, instant messaging
  - impromptu meetings

# Create successful meetings

- Regular and ad hoc meetings (for regular work AND “process” meetings)
- Long enough
- Time to celebrate achievements however small
- Time to support each other
- Face-to-face prioritized
- Requires preparation

# Create successful meetings

- Agreed-upon format
- Use shared data sheet
- Structured input/structured output – need both
- Alternate as “scribes” for each other

Case manager:	Date:	Suggested actions
Patient ID:		<b>Medication changes:</b> <ul style="list-style-type: none"> <li>• Simplify, consolidate</li> <li>• Check formulary</li> <li>• Check lowest prices/generics</li> <li>• Assess adherence, side effects</li> </ul> <b>Behavioral activation:</b> <ul style="list-style-type: none"> <li>• Problem solving treatment</li> <li>• Physical activation</li> <li>• Social activation</li> <li>• Pleasant events</li> </ul> <b>Motivational issues:</b> <ul style="list-style-type: none"> <li>• Decisional balance</li> </ul> <b>Disease self-management:</b> <ul style="list-style-type: none"> <li>• BP cuff, BP record</li> <li>• Pedometer</li> <li>• Glucometer (new or 2<sup>nd</sup>)</li> <li>• Sleep hygiene</li> <li>• Nutritionist/Dietician</li> <li>• Pill boxes</li> </ul> <b>Strategies for hard-to-reach:</b> <ul style="list-style-type: none"> <li>• Contact PCP</li> <li>• Review upcoming visits</li> <li>• Voicemail</li> <li>• Letter</li> </ul>
Next contact:		
Patient ID:		
Next contact:		
Patient ID:		
Next contact:		
Patient ID:		
Next contact:		

# Mold a successful team

- Interdependency
- Self-actualization
- Support
- Get to know each other with/without role(s)
- Working toward a common goal
- Flexibility to redefine roles with change, new goals
- Make the patient part of the team!



# Collaborative Care

**CARE  
MANAGER**

**PATIENT**

**PRIMARY CARE  
PROVIDER  
AND TEAM**

**PSYCHIATRIC/  
BEHAVIORAL &  
MEDICAL  
CASE REVIEW**

# Deal with stress and burnout

## Busy work settings:

- Poor collaboration
- Non-adherence
- Missed appointments
- Dissatisfaction with care
- Go-it-alone approach
- Poor self-care
- Stress, anxiety and depression

# Deal with stress and burnout

## Maslach:

- Emotional exhaustion
- Lack of personal accomplishment
- Depersonalization
- Over-involvement

# What Causes Workplace Stress?

- Low salaries **43%**
- Heavy workloads **43%**
- Lack of growth & advancement **43%**
- Unrealistic job expectations **40%**
- Job security **34%**

Source: American Psychological Association

# What Causes Workplace Stress?

- Lack of participation in decision-making
- Ineffective management style
- Long hours leading to:
  - less life balance
  - less personal time
  - less attention to family duties.

Source: American Psychological Association

# Stress Management Strategies

- Know yourself. Be aware of your stress level and know what stresses you out
- Recognize how you deal with stress
- Turn off and tune in
- Keep a "To-Do" list
- Take short breaks
- Find healthy ways to manage stress
- Take care of yourself
- Ask for professional support

Source: American Psychological Association



# Stress Management Strategies

- “Logotherapy”
- Time management strategies
- Bolster social support
- Pleasant activities scheduling
- Relaxation exercises
- Behavioral activation

# Organizational Stress Prevention

- Ensure workloads are in line with workers' capabilities and resources.
- Design jobs to provide meaning, stimulation, and opportunities for workers to use their skills.
- Clearly define workers' roles and responsibilities.
- Give workers opportunities to participate in decisions and actions affecting their jobs.
- Improve communications to reduce uncertainty about career development and future employment prospects.

Source: Sauter SL et al., American Psychologist

# Organizational Stress Prevention

- Flex time
- Job sharing
- Work from home
- Longer lunch hours
- Eldercare support
- Healthcare advocacy (Health Risk Assessment)
- Employee Assistance Program
- Exercise at work
- Stress management workshops
- Onsite support

# Summary

- Clarify tasks and roles
- Define goals and a vision
- Make data a team member
- Optimize communication at all levels/all times
- Create successful meetings
- Mold a successful team
- Deal with stress and burnout

# Next Steps



- **March 1: First Implementation Plan submission**  
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## For More Information

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## ***SAMHSA-HRSA Center for Integrated Health Solutions***

**Thank you for joining us today.**

**Please take a moment to provide your  
feedback by completing the survey at the  
end of today's webinar.**